UNITED
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Secretariat

ST/AI/415
2 April 1996

ADMINISTRATIVE INSTRUCTION

To: Members of the staff

From: The Under-Secretary-General for Administration and Management

Subject: REDEPLOYMENT OF STAFF

Introduction

1. The Organization is in the process of carrying out a substantive review of its staff and non-staff costs in order to achieve the vacancy rate and budget reductions mandated by the General Assembly in its resolutions 50/214 and 50/215 A of 23 December 1995.

2. As explained by the Secretary-General in his report to the General Assembly of 28 March 1996, 1/ the mandated vacancy rate and budget savings cannot be achieved without a significant reduction of staff costs. In the process, however, every effort shall be made to protect the career international civil service. For that purpose, the following means shall be used in the first place:

(a) Full use of attrition;

(b) Employment of retirees or staff beyond retirement age to be avoided in all cases where it would block opportunities for redeployment and career prospects of existing staff;

(c) Freeze in external recruitment, including for retired staff members, except for specialist needs which cannot otherwise be met within the Secretariat, replacement of staff on mission detail and continued intake at the P-2 level through national competitive examinations of candidates from un- and under-represented countries, as well as through G to P competitive examinations;

(d) Non-retention of staff beyond retirement age;

(e) Implementation of an early separation programme in 1996. 2/ Posts vacated through the early separation programme will be kept vacant to achieve the necessary reductions or, once this objective is achieved, for lateral redeployment opportunities for staff to be redeployed.

3. If all the means listed above are insufficient to achieve the necessary reductions, the head of department or office shall identify, on the basis of programmatic and structural considerations, the additional posts to be vacated. In accordance with the procedures set out below, he/she shall then initiate a review of staff members in the department or office who are at the level of the post(s) to be vacated and who belong to the same occupational group or discharge similar functions. The staff members eventually identified as being in need of placement shall be given the maximum opportunities for redeployment against available vacancies. The process shall be conducted as set out in detail below, in accordance with the requirements of the Charter of the United Nations and of the Staff Regulations and Rules.

4. The present instruction cancels and supersedes administrative instruction ST/AI/353 of 20 July 1988 on internal reassignment of staff: guidelines for ad hoc joint departmental advisory panels, which had been issued to implement the retrenchment mandated by General Assembly resolution 41/213 of 19 December 1986.

Overview of the redeployment process

5. Two successive comparative assessments shall be made, based on the criteria laid down in Article 101, paragraph 3, of the Charter and in staff rule 109.1 (c):

- First, in the context of a review leading to the identification of staff members who are in need of redeployment: This review shall be conducted in April 1996 3/ among similarly situated staff, as defined in paragraph 3 above, who occupy posts one or more of which must be vacated;

- Second, in the context of a review of staff members to be redeployed against available vacancies, for the purpose of determining whether their services can be effectively utilized in a suitable post: This review shall be conducted in May/June 1996. 4/

In both cases, the officials in a position to supervise the incumbents of the posts to be vacated or to be filled shall enter the relevant information in an individual review form (**annex II**) and in a comparative review form (**annex III**) on the basis of which a comparative assessment shall be made of the relative competence and suitability of the staff members under review. 5/

6. A consolidated list of all available vacancies ("compendium") shall be issued throughout the global Secretariat for posts in the Professional category, and at each duty station for posts in the General Service and related categories.

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7. A joint departmental panel shall be established in each department or office to advise heads of departments or offices on the comparative assessments to be made for the purposes of (a) identifying staff members to be redeployed, and (b) selecting staff members for available vacancies in the relevant department or office. However, at those duty stations where the Appointment and Promotion Panel considers the cases of a single office, the head of office may, after consultation with the staff, request the Appointment and Promotion Panel to discharge all the functions of the joint departmental panel as well as its own in the redeployment exercise with respect to staff in the General Service and related categories.

8. Joint departmental panels shall include a minimum of four and a maximum of eight members, half of them nominated by the staff and the other half appointed by the head of department or office concerned. A representative of the Office of Human Resources Management (OHRM) or the local personnel office shall serve in an ex officio capacity. In the course of its work, a panel may decide to divide itself into two subgroups to deal separately with staff in the Professional category and staff in the General Service and related categories.

9. The existing appointment and promotion bodies shall review the recommendations made by heads of departments or offices for the redeployment of staff to available vacancies in their respective departments and offices. For the purpose of this exercise, the Appointment and Promotion Board shall consider all recommendations for vacancies at the P-5 and D-1 levels, the Appointment and Promotion Committees shall consider all recommendations for vacancies within their purview at the Professional level up to and including P-4, without further reference to the Appointment and Promotion Board, and the Appointment and Promotion Panels shall consider recommendations for vacancies within their purview in the General Service and related categories.

10. The executive office or the local personnel office shall make available to the joint departmental panel and to the appropriate appointment and promotion body, at the beginning of their respective meetings, tables showing current vacancies at the level of the vacant posts, posts at that level which are to become vacant during the period through 31 December 1996 and posts at that level encumbered by staff members at a lower level. A notation for each vacant post shall clearly indicate whether a particular post is available for redeployment or whether it must remain vacant to achieve the necessary reductions. Those tables shall be returned to the representatives of the department/office concerned at the end of the meeting. The executive office or the local personnel office shall also provide the necessary information on geographical and gender distribution for staff in the Professional category.

11. Given the nature and purpose of the review to be conducted, it is particularly incumbent on all officials involved in the process to maintain the utmost discretion with respect to all information pertaining to the redeployment exercise.

12. The redeployment exercise shall be given the utmost priority by all concerned so as to ensure that the time-frame set out in annex I to this instruction is respected.

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Identification of staff to be redeployed from their present functions

13. Based on programmatic and structural considerations, the head of department or office shall determine how many posts must be vacated in order to achieve the necessary reductions. He/she shall initiate a review of staff members within the department or office who are at the level of the post(s) to be vacated and belong to the same occupational group or discharge similar functions. The review shall be made on the basis of the information entered on the individual review form (**annex II**) and the comparative review form (**annex III**).

14. On the basis of the results of the comparative review, the head of department or office shall make a preliminary determination of staff members who have the highest relative competence and who, as a result, are to be maintained in the posts which do not have to be vacated. The head of the department or office shall inform the other staff members that, based on a comparative review of similarly situated staff members, a preliminary determination has been made that they will have to be redeployed. At the same time, the staff members concerned shall receive a copy of their respective individual review forms and be invited to submit comments in writing to the joint departmental panel within 10 days of receipt of the preliminary determination affecting them.

15. The joint departmental panel shall review the preliminary determination of the head of department or office as to which staff member(s) will have to be redeployed. It shall be provided with a copy of all individual and comparative review forms as well as any comments received from the staff member(s). Using the criteria listed in the individual and comparative review forms, it shall review the preliminary determination made by the head of department or office and shall submit its recommendations to the head of department or office.

16. In the light of the joint departmental panel's recommendation, the head of department or office shall make the final decision as to which staff members will have to be redeployed from their present functions. Should the head of department or office disagree with one or more recommendations, he/she shall make a written record of the grounds for such disagreement, and the process shall continue.

17. The head of department or office shall inform individually the staff members concerned of his/her decision that they have been identified for redeployment and invite them to apply for suitable vacancies at their current grade from among those included in the compendium of available vacant posts. The decision shall, at the same time, be communicated to the Assistant Secretary-General for Human Resources Management.

Redeployment of staff against available vacancies

18. The following measures shall be taken in order to maximize redeployment opportunities:

(a) Immediate suspension of placement and promotion procedures under ST/AI/390 or ST/AI/413, 6/ for the duration of the redeployment exercise.

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However, cases for which an appointment and promotion body has already concluded its review may be completed;

(b) Communication by heads of departments and offices to the Assistant Secretary-General for Human Resources Management of all available posts in the Professional category. Available posts in the General Service and related categories are to be communicated to the Assistant Secretary-General for Human Resources Management for posts at Headquarters, and to the local personnel office for posts at other duty stations. The available posts to be communicated are those which are vacant or are projected to become vacant through 31 December 1996, and are not required to remain vacant in order to achieve the necessary reductions. Posts that have been advertised, but for which an appointment and promotion body has not concluded its review, shall be included in the list;

(c) When identifying vacant posts under subparagraph (b) above, heads of departments and offices shall indicate the occupational group and level of the post and provide a brief description of functions similar to the description provided for an internal vacancy announcement;

(d) For posts in the Professional category, all available vacancies throughout the Secretariat shall be listed in a compendium to be issued by OHRM. For posts in the General Service and related categories, all available vacancies at a given duty station shall be listed and issued by OHRM (for available vacancies at Headquarters) and by the local personnel office (for available vacancies at other duty stations). For each vacant post, the compendium shall indicate the occupational group and level of the post, as well as a brief description of functions. Vacancies listed in the compendium shall be posted at Headquarters and at offices away from Headquarters, as appropriate, and shall be given the widest possible distribution;

(e) While the head of department or office may temporarily assign a staff member from that department or office to a post listed in the compendium if this is required by the needs of service, posts listed in the compendium may not be filled on any basis other than temporary, laterally or otherwise, until the completion of the redeployment exercise.

19. Using the application form in **annex IV**, staff members in need of redeployment shall apply for vacancies in the compendium for which they consider themselves qualified. Staff members are requested to focus primarily on vacancies at their personal grade level. However, they may exceptionally apply for posts at a higher level for which they consider themselves qualified, on the understanding that, should they be selected for a higher-level post, promotion would not necessarily result and would have to be considered at a later stage in accordance with the normal placement and promotion procedures.

20. OHRM, or the local personnel office, shall also review all available vacancies and may propose for consideration qualified staff members in need of redeployment, even though they may not have applied.

21. All applications shall be submitted directly to the department or office concerned, with a copy to the Assistant Secretary-General for Human Resources Management.

22. The joint departmental panel shall review all staff members who have applied or have been proposed by OHRM or the local personnel office for available vacancies in the department or office concerned to determine whether the candidates meet the broad requirements of the post, and to assess their relative competence and suitability for the vacant post in question, using for that purpose the form shown in **annex III**. In the course of its review, the panel shall have due regard for equitable geographical distribution and gender balance when considering candidates for vacant posts in the Professional category. The panel's recommendations shall be submitted to the head of the department or office.

23. The head of department or office shall submit his/her recommendation in relation to particular vacant posts, together with a brief evaluation of the candidates, to the appointment and promotion body concerned (Appointment and Promotion Board for D-1/P-5 posts, Appointment and Promotion Committee for P-1/P-4, Appointment and Promotion Panel for General Service and related categories). A copy of all recommendations shall be submitted to the Assistant Secretary-General for Human Resources Management.

24. Each appointment and promotion body shall consider in a one-time review all the recommendations for the filling of the posts within its purview which are listed in the compendium. For that purpose, it shall receive all the relevant information which had been at the disposal of the joint departmental panel, as well as the report of that panel. The appointment and promotion body shall make a recommendation to the Secretary-General for final decision, which shall be taken in accordance with the provisions governing delegation of authority.

25. Staff selected for a given vacancy under these redeployment procedures shall be directed to report for duty within 30 days if the new post is at their present duty station, or 60 days if removal from one duty station to another is involved. The appointments of those who fail to do so may be terminated in accordance with the relevant staff rules and regulations.

Status of staff members who were not selected for available vacancies

26. Whenever possible, and subject to verification that the staff members possess the requisite skills, staff who were not selected for any post listed in the compendium shall be considered for assignments in special missions, or to projects or activities financed by extrabudgetary funds, provided that such funds are not of a temporary nature and that a continuing source of funding is available both for the emoluments and for any future termination benefits. Any such assignment shall be on the understanding that the appointment of the staff member concerned may be terminated at the end of that assignment if no other placement opportunity arises.

27. The appointments of staff who could not be redeployed under the procedures set out in the present instruction shall be terminated under staff rule

109.1 (c). Termination indemnity shall be computed in accordance with annex III to the Staff Regulations.

28. Staff members whose appointments are to be terminated as provided above and who are at the time of termination within two years of reaching age 55 and/or completing 25 years of contributory service in the Pension Fund may, upon their written request, be placed for a maximum period of two years on special leave for pension purposes to enable them to reach age 55 and to complete 25 years of service. 7/ In such cases, the entire cost of the full pension contribution of both the staff member and the Organization for the period in question shall be deducted from the termination indemnity and remitted in advance to the Pension Fund by the Organization to cover the period of special leave for pension purposes. Upon being placed on special leave for pension purposes, staff members shall be paid the balance of their termination indemnity, provided however that an amount equivalent to 10 per cent of the total pension contribution shall be withheld against the possibility of an increase in pension contributions during the period of special leave for pension purposes. Should such an increase occur, the Organization would pay to the Pension Fund the increased contribution, the increase being deducted from the amount withheld. Any unused amount shall be paid at the end of the period to the separated staff member, who shall receive an accounting of all payments made for pension contributions.

29. Staff members who request to be placed on special leave for pension purposes shall be required to sign an agreement acknowledging that they have severed all ties with the Organization except for the status of special leave for pension purposes, and that their entitlements from the Organization, with the exception of refund of amounts retained for pension contribution, will be fixed and finally settled on the basis of their status as of the date they commence special leave.

Date of effectiveness - resumption of normal procedures

30. This administrative instruction is effective immediately. The Secretary-General shall announce the date on which the redeployment process has been completed. At that time, placement, promotion and recruitment shall resume to meet the needs of the Organization.

Notes

1/ A/C.5/50/57, paras. 5 and 17-20.

2/ See ST/AI/414.

3/ See annex I to this instruction for specific dates by which the various steps of the first review must be completed.

4/ See annex I to this instruction for specific dates by which the various steps of the second review must be completed.

5/ Guidelines on the preparation and completion of the forms attached as annexes II and III will be issued shortly.

6/ ST/AI/413 of 25 March 1996 cancelled and superseded ST/AI/390.

7/ Amendments to the Staff Rules for this purpose will be promulgated shortly.

Annex I

REDEPLOYMENT PROCESS SCHEDULE

1. Secretary-General's report to General Assembly ..... 31 March

2. Based on Secretary-General's report, Controller confirms/indicates changes to proposals for reductions presented by Department heads ..... 4 April

3. Department heads establish joint panels by ..... 12 April

4. Briefing/training of panels ..... 15-19 April

Identification of staff to be redeployed		
1.	Department heads advise individually staff member concerned	16 April
2.	Department heads provide panel with list containing proposals regarding staff to be redeployed	16 April
3.	Panel reviews and submits recommendations to department head	25-30 April
4.	- Department heads make final decision - Decision communicated to staff members concerned and faxed to OHRM	1-3 May 6 May

Filling of vacancies		
1.	Department heads fax to OHRM/Personnel Office a preliminary list of available vacant posts	26 April
2.	Department heads fax final list of vacant posts to OHRM/Personnel Office, after decision on early separations	3 May
3.	OHRM to publish 2 compendiums (1 P worldwide, 1 GS for Headquarters) a/	8-9 May
4.	Staff members to be redeployed apply or are proposed by OHRM/Personnel Office	10-24 May
5.	OHRM/Personnel Office compiles applications and sends them to panel	28-31 May
6.	Panel reviews and sends recommendations to department heads	3-7 June
7.	Department heads recommend	10-12 June
8.	OHRM/Personnel Office compiles recommendations/sends to appointment and promotion bodies	13-19 June
9.	Appointment and promotion bodies review and make recommendations to Secretary-General	20-28 June
10.	Decision by Secretary-General/Director-General	1-4 July
11.	Individual staff member advised about redeployment	5-8 July
12.	Staff members not redeployed advised about separation	9-10 July

a/ Personnel Office publishes compendium for General Service staff at each duty station away from Headquarters.

Annex II

INDIVIDUAL REVIEW REFORM

NAME: NATIONALITY:		GRADE: DEPT./OFFICE:
	RATING	COMMENTS
I. PER (last 5 years/2 reports)		
1. Overall rating (1 to 5)		
2. Three specially important areas (Job or occupational group-related)		
(a) (1 to 5)		
(b) (1 to 5)		
(c) (1 to 5)		
II. QUALIFICATIONS/EXPERIENCE		
1. Current job (0 to 2)		
2. Other (0 to 2)		
3. Mobility (0 to 5)		
4. Languages per language (0 to 2) Maximum 2 official languages		
5. Job-related development/ training (0 to 2)		
III. SENIORITY/CONTRACTUAL STATUS		
1. In Organization 1/4 pt per year Maximum 20 years		
2. Contractual status Permanent: 10 Probationary: 8 Fixed-term > 5 years: 7 Fixed-term ≤ 5 years: 3		

Date: Name, title and signature of the official giving the above ratings

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Annex III

COMPARATIVE REVIEW FORM

		NAMES			
	WEIGHT	WEIGHTED RATING	WEIGHTED RATING	WEIGHTED RATING	WEIGHTED RATING
I. PER (last 5 years/2 reports)					
1. Overall rating	3				
2. Three specially important areas (a)	1				
(b)	1				
(c)	1				
II. QUALIFICATIONS/EXPERIENCE					
1. Current job	1				
2. Other	1				
3. Mobility	1				
4. Languages	1				
5. Job-related development/training	1				
III. SENIORITY/CONTRACTUAL STATUS					
1. In Organization	1				
2. Contractual status	1				
IV. COMPARATIVE PRESENT PERFORMANCE (first review) OR COMPARATIVE ASSESSMENT OF WHETHER STAFF MEMBER MEETS THE BROAD REQUIREMENTS OF THE VACANT POST (second review)					
Enter rating for each staff member as per page 2 to this annex using weighting	3				
V. RELATIVE COMPETENCE/EFFECTIVENESS/ADAPTABILITY					
Enter rating for each staff member as per page 2 to this annex using weighting	2.5				
TOTAL					

Date: Name, title and signature of the official giving the above ratings

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COMPARATIVE REVIEW FORM (continued)

INDIVIDUAL SHEET

NAME: NATIONALITY:	GRADE: DEPT./OFFICE:	
	RATING	COMMENTS
IV. either COMPARATIVE PRESENT PERFORMANCE IN FUNCTIONS (for identification of staff to be redeployed from their present functions) or COMPARATIVE ASSESSMENT OF WHETHER THE STAFF MEMBER MEETS THE BROAD REQUIREMENTS OF THE VACANT POST (for redeployment of staff against available vacancies) Rate all staff under review on comparative basis (1 to 5) Explain under comments		
V. RELATIVE COMPETENCE/EFFECTIVENESS/ ADAPTABILITY Rate all listed staff on overall comparative basis (1 to 10) Explain under comments		

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Annex IV

APPLICATION FORM FOR STAFF IN NEED OF REDEPLOYMENT

NAME:

DEPARTMENT/OFFICE:

Please list below your application for posts contained in the compendium of vacant posts published in ST/IC/1996/...* If you apply for more than one post (you may apply for a maximum of five posts) please indicate your order of preference.

Your Individual Review Form should be attached to your application for redeployment.

Note: Please be reminded that, in principle, your application(s) for redeployment should focus on vacant posts at your grade level.

VACANCY No.:	POST TITLE:	DUTY STATION:
VACANCY No.:	POST TITLE:	DUTY STATION:
VACANCY No.:	POST TITLE:	DUTY STATION:
VACANCY No.:	POST TITLE:	DUTY STATION:
VACANCY No.:	POST TITLE:	DUTY STATION:

Please indicate below the reasons for which you consider yourself qualified for the above post(s).

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* For Professional posts and posts in the General Service and related categories at Headquarters. Posts in the General Service and related categories at other duty stations will be published separately by the local Personnel Office.